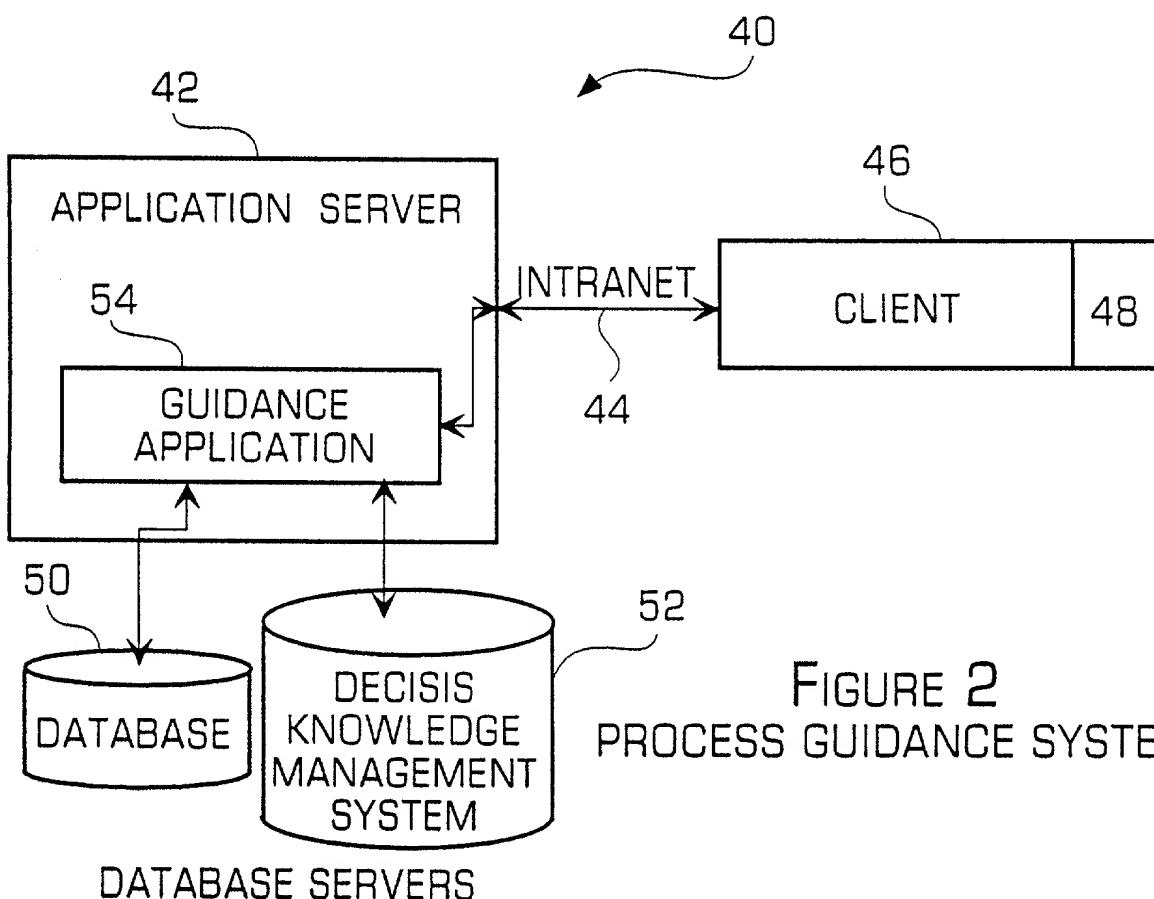


FIGURE 1

FIGURE 2
PROCESS GUIDANCE SYSTEM

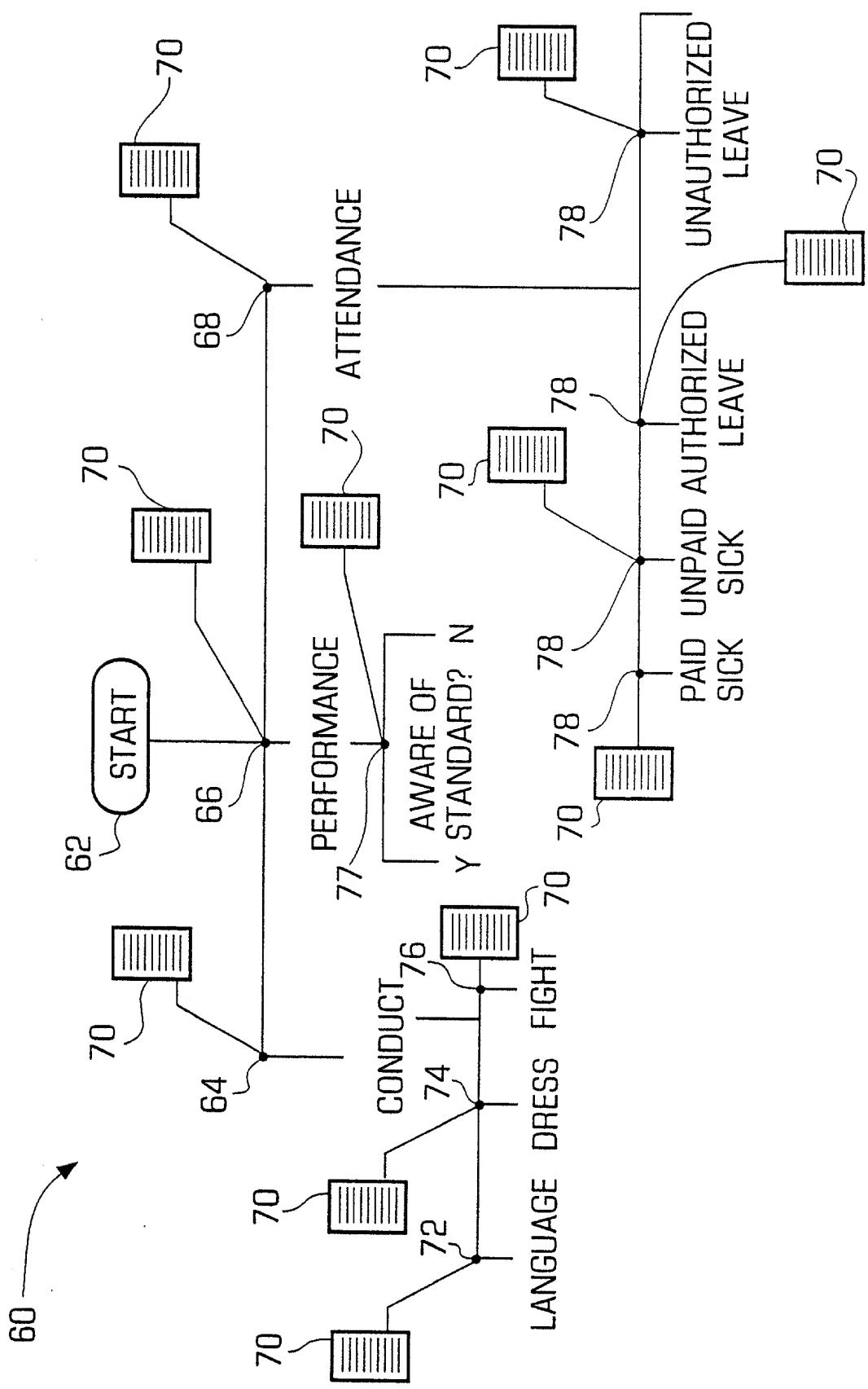


FIGURE 3

3/19

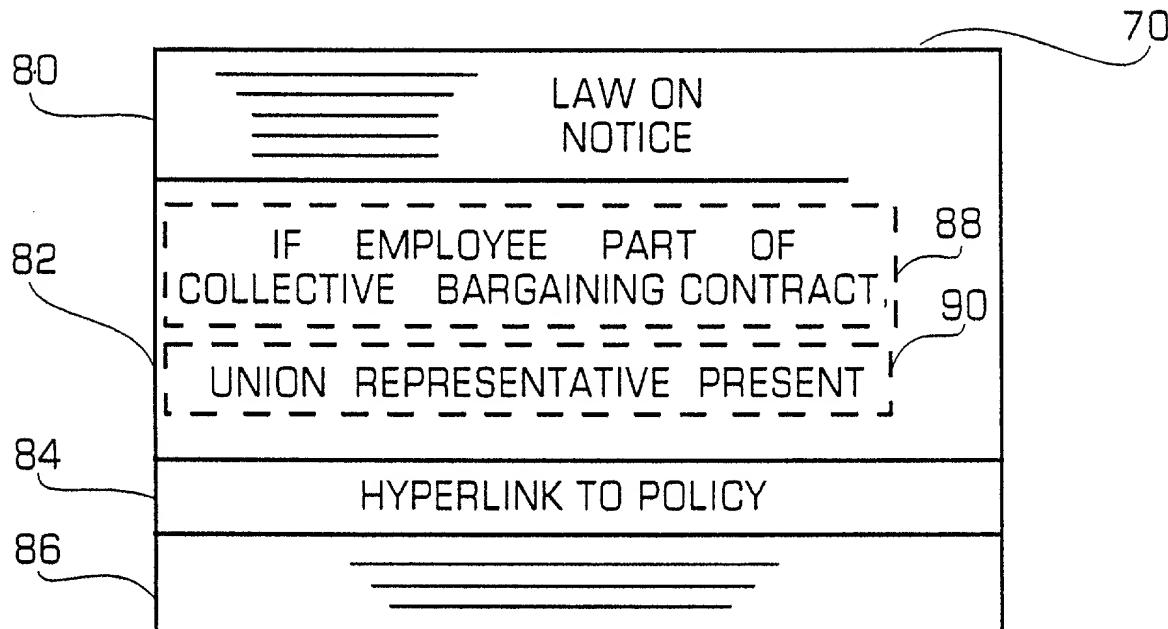


FIGURE 4

FAMILY MEDICAL LEAVE ACT

	>1250	WHO SICK	HOW LONG	
FED LAW			X-NO	
STATE LAW				X-ALLOW
101 COMPANY POLICY		X-NO		
COLLECTIVE BARGAINING CONTRACT		X		

MOST DISCRIMINATORY → LEAST DISCRIMINATORY

FIGURE 5

4/19

ATTENDANCE MANAGEMENT
SAMPLE SCREEN #1

120

122



CATEGORIZE

124



INVESTIGATE

126



ACTION PLAN

128



REPORT

ATTENDANCE MANAGEMENT

Use this application to develop a corrective action plan for an employee with a high absence rate.

Select "Help" for information on how to run this application.

John Smith 1-23678 7-234 50 hours YTD
 12 hours PTD

Select path:

- Investigate
- Same disposition as last time
- Not a problem
- Not an employee

The employee's recent absences have been:

If you are unsure about what kinds of leaves are considered "approved," select Guidance for a list of leave types.

- Paid Sick Leave
- Unpaid Sick Leave
- Other Approved Leave
- Unapproved Leave

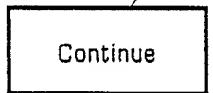
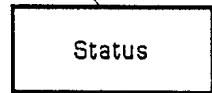
136

Guidance
(AMG 0002)

If you do not know the reason the employee has been absent so much, select "Guidance" for help in talking to the employee to find out.

Guidance
(AMG 0003)

138



142

140

FIGURE 6

150

Attendance Management Page 1
Investigate Paid Sick Leave Absence(s)

5/19

154

151

Has the employee provided adequate notice for the paid sick leave absence(s)?

Guidance: List of notice requirements. {AMG 0004}

Not Always

No

Yes

Failure to provide adequate notice is a conduct issue that may be handled with Progressive Discipline - Attendance Conduct..

Guidance: Treat conduct issues separately (no call/no show, etc.) {AMG 0005}

157

Guidance: List of sick leave certification requirements. {AMG 0006}

Has the employee provided proper certification for the absence(s)?

158

Not Always

No

Yes

Failure to provide proper certification is a conduct issue that may be handled with Progressive Discipline - Attendance Conduct.. See Guidance for more details.

Guidance: {AMG 0007}

160

Hot Advice: See Guidance for input on how to make this judgement or how to interview the employee on this.
 Guidance: How to forecast absence rate. {AMG 0008}

In your judgement, will the employee continue to have a high absence rate?

161

Yes

No

162

180

181

Is the sick leave due to a singular event?

Guidance: Pregnancy leave is one example of this which is not cause for action. Worker's Comp cases should also be treated separately. {AMG 0009}

Has this employee been subject to corrective action previously for attendance? {AMG 0010}

Yes
 {AMG 0011}
 Is the employee still absent?

No
 {AMG 0011}
 Is the employee familiar with the Attendance Policy?

188

{AMG 0011}

192

Yes

164

No action

To AP

182

190

Discuss Attendance Policy with employee.

To AP {AMG 0014}

Is the employee in a probationary period?

A

{AMG 0015}

Yes

C

186

Yes
 Develop a Return-to-Work Plan with HR.

No action
 To AP {AMG 0012}

To AP {AMG 0013}

*****=optional question
 (skip for some companies)

FIGURE 7

6/19

Page 2,
Attendance Management
Investigate Paid Sick Leave Absence(s), Cont.

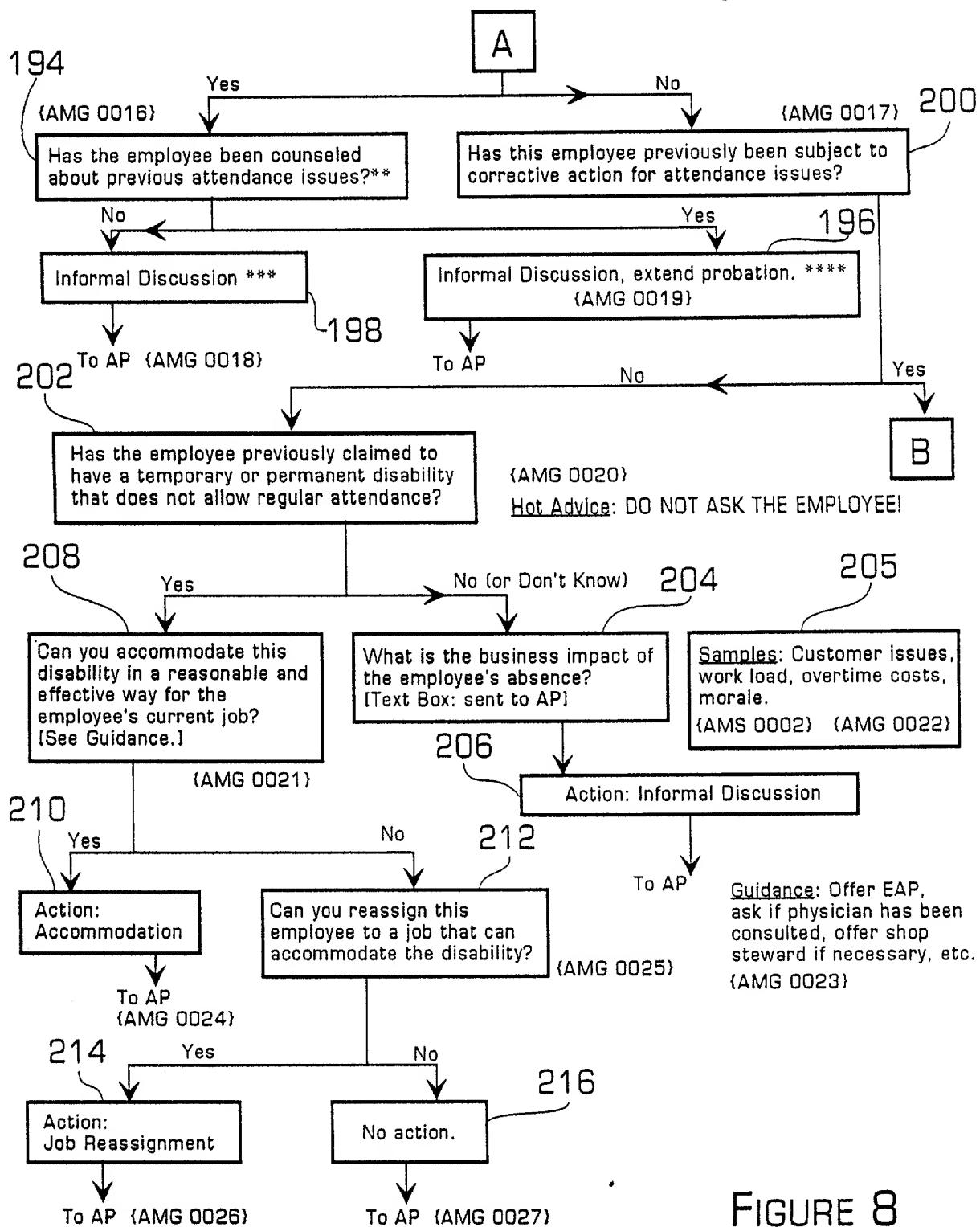


FIGURE 8

7/19

Page 3,
Attendance Management
Investigate Paid Sick Leave Absence(s), Cont.

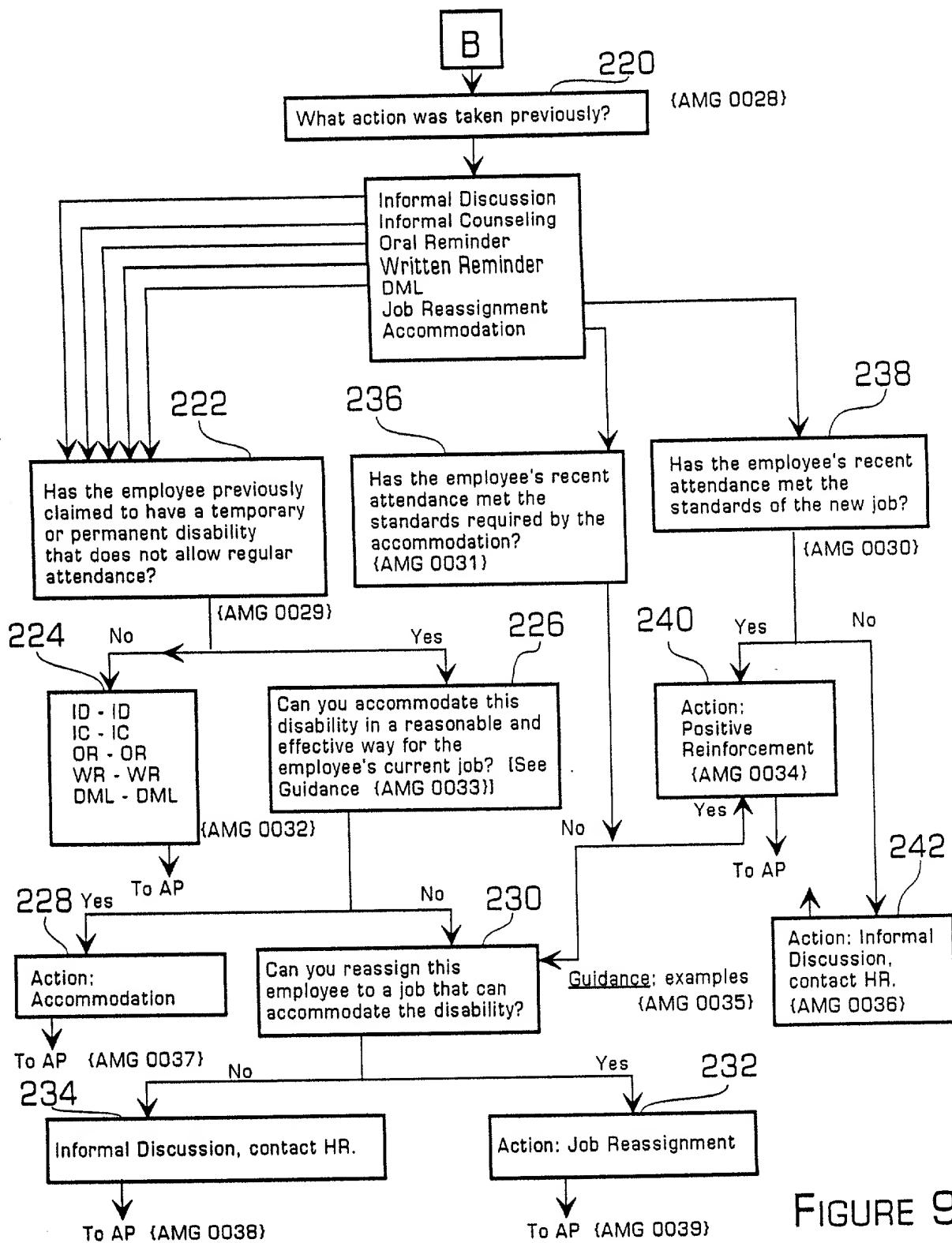


FIGURE 9

8/19
 Page 4
Attendance Management
Investigate Paid Sick Leave Absence(s), Cont.

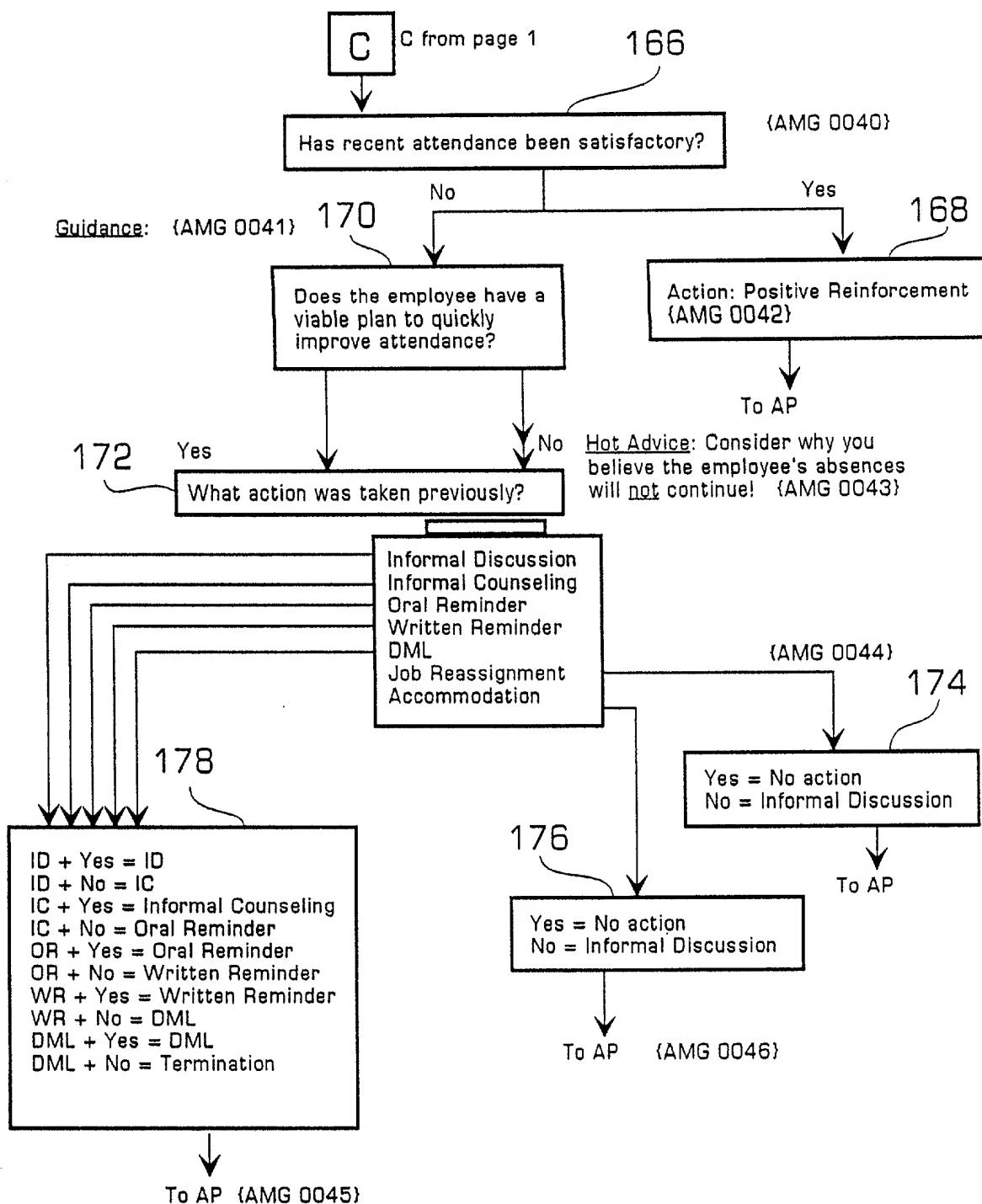


FIGURE 10

9/19

550

ATTENDANCE MANAGEMENT

ACTION PLAN

From "AP" arrows in Investigate Task

552

The Disposition at present is: [Show current disposition].
Do you want to override this? (Select "Guidance" to evaluate plan.)

{AMG 0064}

554

Yes

Describe how you want to disposition this case: [Text Box]

{AMG 0065}

No

Select "Continue" to review Disposition Report, and then SAVE it locally on your machine.

{AMG 0066}

556

558

If you have more flagged employees to handle, start again at the Manager's Desktop.

Status

Continue

FIGURE 11

10/19

600

ATTENDANCE MANAGEMENT
Examples of Disposition Reports
[Separate report for each flagged employee]

Disposition Report

10/14/97

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>
Jane Doe	2-55456	7-234	240 hrs YTD 160 hrs PTD	Not a problem

} 602

Disposition Report

10/14/97

Fred Klutz	1-33900	7-223	45 hrs YTD 40 hrs PTD	Not my employee
------------	---------	-------	--------------------------	-----------------

} 604

Disposition Report

10/14/97

John Smith	1-23678	7-234	50 hrs YTD 12 hrs PTD	Primarily excused absence Proper notice Proper certification Absence will continue Not a singular event Familiar with Attendance Policy Not a probationary employee No prior action No Disability Business impact: "Morale of group is affected, customers dissatisfied." Action Plan: Informal Counseling Override: "I do not plan to take any action."
------------	---------	-------	--------------------------	---

} 606

FIGURE 12

11/19

650

Welcome - Netscape

File Edit View Go Communicator Help

Bookmarks Location: <http://decisisdemo.com/comp/welcome.html> ▶ What's Related?

Total Compensation Home Page

Welcome Dell Hill

Status | Review & Approve Plans
Submitted to Me

Plan for:

My Direct Reports ▶

Compensation Planning for 1999 Pending Compensation Planning for 1999

Reports

Reference Center

HR Message Board

Cray, O.

Lee, B.

Dubois, G.

Fairfield, H.

Martines, J.

Prakash, G.

DECISIS

Compensation Plan Eligibility For Direct Reports

Employee	Salary Increase for 1999	Incentive Plan A for 1999	Employee Stock Options for 1999
Jones, E.	●	●	●
Amato, J.	●	●	●
Cray, O.	●	●	●
Lee, B.	●	●	●
Dubois, G.	●	●	●
Fairfield, H.	●	●	●
Martines, J.	●	●	●
Prakash, G.	●	●	●

FIGURE 13

COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust

Enter employee's new performance rating:

!	Employee	Prev. Perf. Rating	New Perf. Rating
!	Jones, E.	Excellent	Excellent
!	Martines, J.	Excellent	Exceeds
!	Lee, B.	Excellent	Exceeds
!	Dubois, G.	Exceeds	Exceeds
!	Cray, O.	Exceeds	Exceeds
!	Amato, J.	Exceeds	Exceeds
!	Prakash, G.	Exceeds	Meets
!	Johnson, A.	Meets	Meets

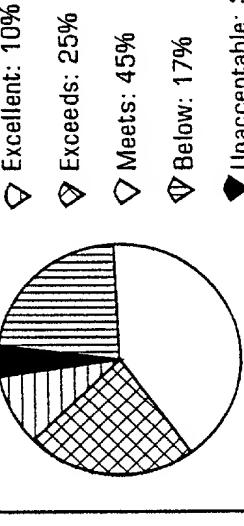
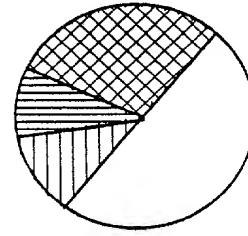
662

12/19

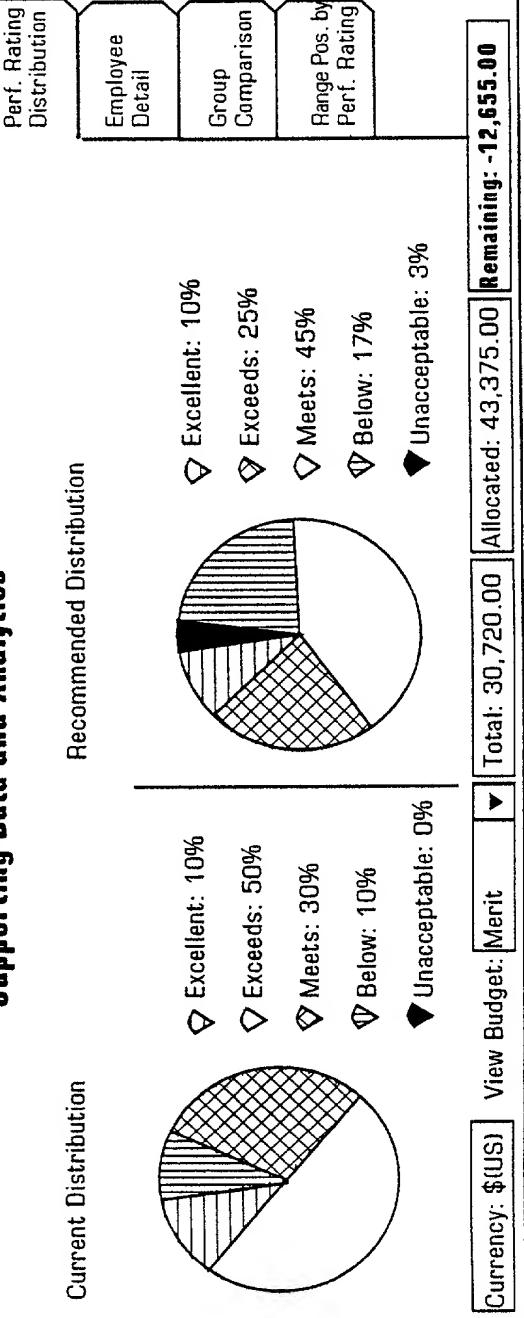
660

Supporting Data and Analytics

Current Distribution



Recommended Distribution



666

FIGURE 14

COMPENSATION PLANNING - ENG. SALARY FOR 1999	
File	Edit
Tools	Windows
Help	
1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust	
Enter employee's salary increase(s) as a dollar amount or percent of base salary. For promotions enter new job code and effective date: Current Salary: \$50,000.00	
Merit Increase: <input type="text" value="6%"/> or <input type="text" value="\$2,760.00"/> Incr.% Adjustment: <input type="text"/> or <input type="text"/> \$0 Promotion: <input type="text"/> or <input type="text"/> New Job Code <input type="text"/> Date <input type="text"/> Total Increase: <input type="text" value="\$2,760.00"/> New Salary: <input type="text" value="\$52,760.00"/>	
Exceptions: ! Below Job Minimum ! Hi Performer Low Salary Notes: <input type="text"/>	
Supporting Data and Analytics - Jones, E.	
Currency: \$(US) View Budget: <input type="text"/> Merit <input type="text"/> Total: 30,720.00 Allocated: 43,375.00 Remaining: -12,655.00	

670

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678

679

672

674

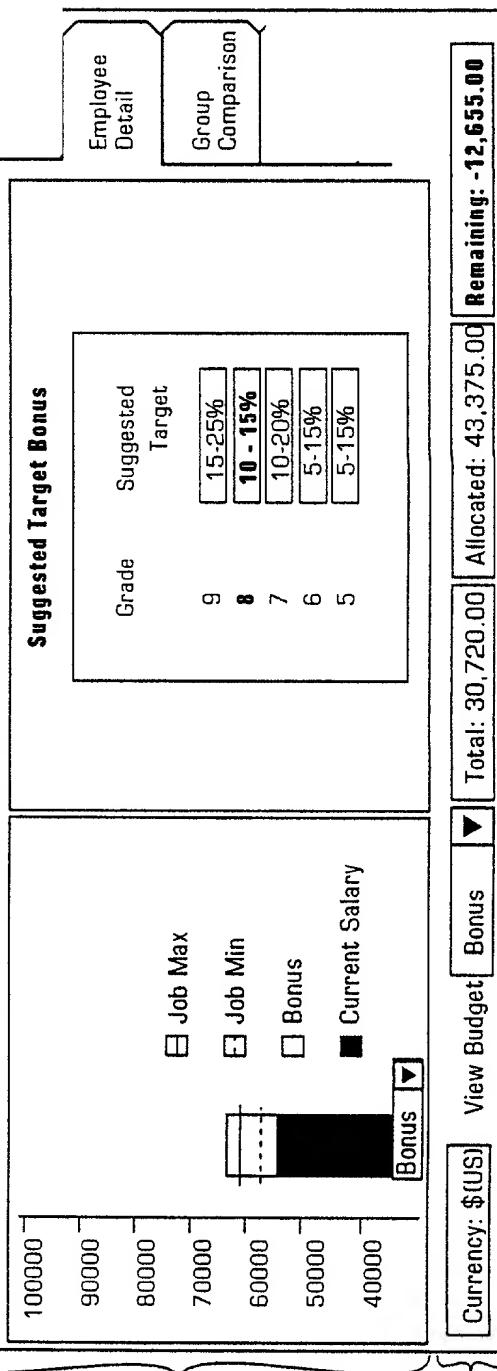
FIGURE 15

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14/19

COMPENSATION PLANNING - KEY TALENT BONUS FOR 1999																								
File	Edit	Tools	Windows	Help																				
1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust																								
<p>Enter employee's target bonus payout as a percent of base salary:</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Target % 25%</td> <td style="padding: 5px;">Salary \$50,000.00</td> <td style="padding: 5px;">Target \$ 12,500.00</td> </tr> </table> <p>Sensitivity Analysis</p> <p>Payout based on the following assumptions:</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Individual Performance</th> <th style="width: 10%;">Weight</th> <th style="width: 30%;">Assumption</th> <th style="width: 10%;">Bonus \$</th> </tr> </thead> <tbody> <tr> <td>30%</td> <td>30%</td> <td>Meets</td> <td>\$3,750.00</td> </tr> <tr> <td>70%</td> <td>70%</td> <td>100%</td> <td>\$8,750.00</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td>\$12,500.00</td> </tr> </tbody> </table>						Target % 25%	Salary \$50,000.00	Target \$ 12,500.00	Individual Performance	Weight	Assumption	Bonus \$	30%	30%	Meets	\$3,750.00	70%	70%	100%	\$8,750.00	Total	100 %		\$12,500.00
Target % 25%	Salary \$50,000.00	Target \$ 12,500.00																						
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70%	70%	100%	\$8,750.00																					
Total	100 %		\$12,500.00																					
<p>Exceptions:</p> <p>! Bonus exceeds guidelines</p> <p><input type="checkbox"/> Notes:</p>																								

674



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FIGURE 16

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COMPENSATION PLANNING - EMPLOYEE STOCK FOR 1999																																	
File	Edit	Tools	Windows	Help																													
1. Rate Employees	2. Plan Employee Salary		3. Plan Employee Bonus		4. Plan Employee Stock																												
<input type="button" value="5. Review & Adjust"/>																																	
<p>Enter employee's stock grant:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Number of Shares</td> <td style="width: 20%;">Recent Price</td> <td style="width: 20%;">Grant Value</td> <td colspan="3"></td> </tr> <tr> <td style="text-align: center;"><input type="text" value="850"/></td> <td style="text-align: center;"><input type="text" value="\$12"/></td> <td style="text-align: center;"><input type="text" value="\$10,200.00"/></td> <td colspan="3"></td> </tr> </table> <p>Exceptions: ! Grant exceeds guidelines</p> <p>Notes: <input type="checkbox"/></p>						Number of Shares	Recent Price	Grant Value				<input type="text" value="850"/>	<input type="text" value="\$12"/>	<input type="text" value="\$10,200.00"/>																			
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<p>Supporting Data and Analytics - Jones, E.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"> <p>Suggested Stock Grant</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Grade</td> <td style="width: 80%;">Suggested Number of Shares</td> </tr> <tr> <td style="text-align: center;">9</td> <td style="text-align: center;"><input type="text" value="800,900"/></td> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: center;">700-800</td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;"><input type="text" value="600,700"/></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;"><input type="text" value="500-600"/></td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;"><input type="text" value="400-500"/></td> </tr> </table> </td> <td style="width: 50%; text-align: right;"> <input type="button" value="Employee Detail"/> <input type="button" value="Group Comparison"/> </td> </tr> <tr> <td colspan="6" style="padding: 10px;"> <p>Stock Budget Allocation</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Stock</td> <td style="width: 80%;">Budget Allocation</td> </tr> <tr> <td style="text-align: center;"><input type="button" value="Stock"/></td> <td style="text-align: center;"><input type="button" value="View Budget"/></td> </tr> <tr> <td style="text-align: center;"><input type="button" value="Total: 5,000"/></td> <td style="text-align: center;"><input type="button" value="Allocated: 5,500"/></td> </tr> <tr> <td colspan="2" style="text-align: right;">Remaining: -500</td> </tr> </table> </td> </tr> </table>						<p>Suggested Stock Grant</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Grade</td> <td style="width: 80%;">Suggested Number of Shares</td> </tr> <tr> <td style="text-align: center;">9</td> <td style="text-align: center;"><input type="text" value="800,900"/></td> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: center;">700-800</td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;"><input type="text" value="600,700"/></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;"><input type="text" value="500-600"/></td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;"><input type="text" value="400-500"/></td> </tr> </table>	Grade	Suggested Number of Shares	9	<input type="text" value="800,900"/>	8	700-800	7	<input type="text" value="600,700"/>	6	<input type="text" value="500-600"/>	5	<input type="text" value="400-500"/>	<input type="button" value="Employee Detail"/> <input type="button" value="Group Comparison"/>	<p>Stock Budget Allocation</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Stock</td> <td style="width: 80%;">Budget Allocation</td> </tr> <tr> <td style="text-align: center;"><input type="button" value="Stock"/></td> <td style="text-align: center;"><input type="button" value="View Budget"/></td> </tr> <tr> <td style="text-align: center;"><input type="button" value="Total: 5,000"/></td> <td style="text-align: center;"><input type="button" value="Allocated: 5,500"/></td> </tr> <tr> <td colspan="2" style="text-align: right;">Remaining: -500</td> </tr> </table>						Stock	Budget Allocation	<input type="button" value="Stock"/>	<input type="button" value="View Budget"/>	<input type="button" value="Total: 5,000"/>	<input type="button" value="Allocated: 5,500"/>	Remaining: -500	
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Remaining: -500																																	

FIGURE 17

690

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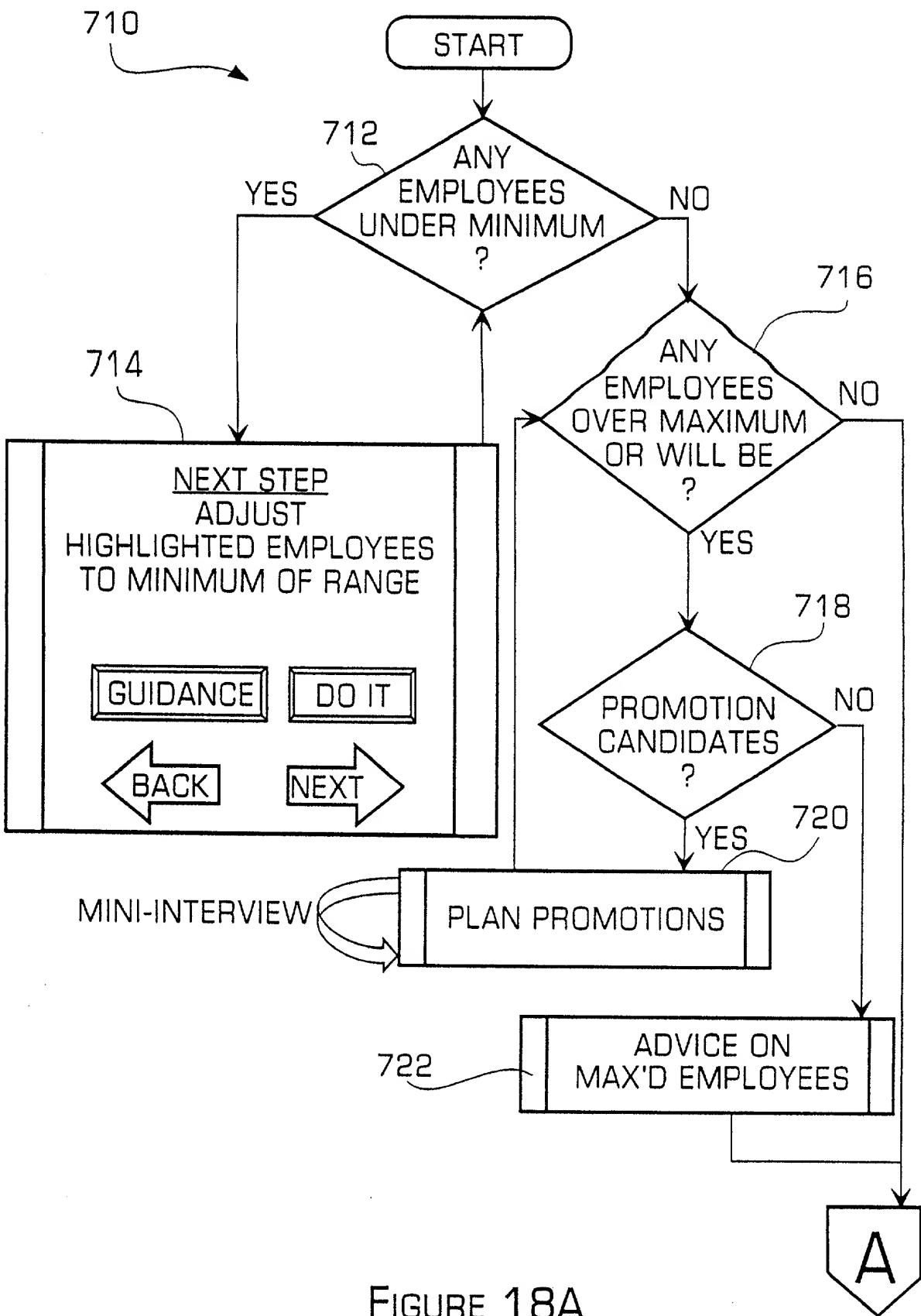


FIGURE 18A

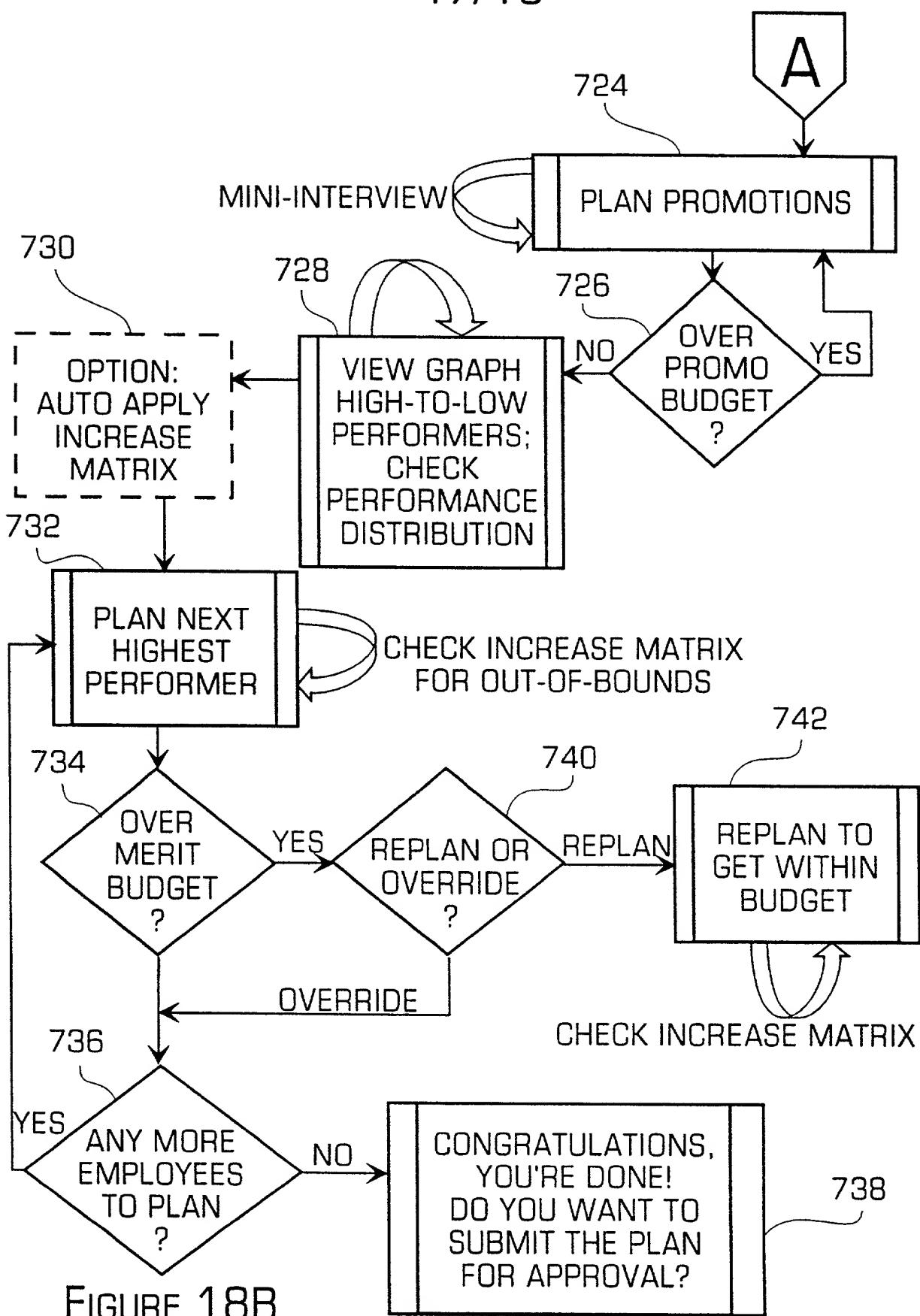


FIGURE 18B

GUIDANCE FOR STACK RANKING OPTION

"Stack ranking" is defined as a 1 - n ranking of employees based on their performance against their job description. It is not meant to be a ranking of their value to the company (that kind of ranking is sometimes called a "reverse layoff" list). Thus a junior engineer could be ranked higher than a senior engineer simply by virtue of doing his/her job better. Junior level employees who are ranked very high in their grade are often candidates for promotion to the next level in that job family (i.e., it is time to make their job more difficult). This usually results in them having a lower stack ranking and a lower performance rating in the next planning session.

If you have employees in different salary ranges or grades, then you can first do the ranking within each grade. Then in order to merge the ranking into one overall list for your group, use the technique illustrated by this example:

E10 Employees:
1. Karen Feiding
2. Fred Klutz
3. Joe Smith
4. Irving Fazola
5. Jane Doe

E09 Employees:
1. Sam Spade
2. George Gap
3. Susie Emblem
4. Roberto Cruz

E08 Employees:
1. Fannie Farmer
2. Jim Keiper
3. Allan Jones
4. Anna Storm
5. Evan White
6. Bill Baker
7. Lavon Larue

To start the merge process on these lists, you choose which employee is the number one overall employee in how well they do their job. Obviously, the only candidates for this honor are the three employees who rank at the top of their respective grade ranking. In this case, the candidates for #1 overall are Karen Feiding, Sam Spade, and Fannie Farmer. So let's say you pick Fannie Farmer as the best at their job of those three. That puts Fannie on top of the overall stack ranking list. Then you pick the employee who ranks second overall. The candidates are Karen, Sam, and Jim Keiper because Fannie is already placed. Continue in this manner until you have a total merged list from 1 - n.

FIGURE 19

19/19

800
800

Welcome - Netscape

File Edit Tools Windows Help

Back Forward Reload Home Search Netscape Print Security Stop

Bookmarks Location: http://cronus/servlet/JITServlet?APN=CPAA/0001&av28:1=1&av30:1=1&av32:1=1

Instant Message Internet Lookup New & Cool JIT Menu

Active Advice FOR TOTAL COMPENSATION

Alerts for Evelyn Jones:

Merit Increase Over Increase Matrix Guidelines
 Above Market Range
 Above Range Position

Alerts for Evelyn Jones:

Merit Increase Over Increase Matrix Guidelines

The planned Merit Increase for this Employee is over the Increase Matrix guidelines. Please review the suggested percent increase range in the appropriate cell of the Increase Matrix.

There may be good reasons to go over the Increase Matrix guideline. For example:

- The Employee may be overdue for an increase (prorating);
- You may be correcting an internal or external inequity;
- The Employee may be at the high end of the performance category and you are compensating for the difference elsewhere in your plan (e.g. with another Employee's lower increase);
- You may be moving a top performer aggressively to a more

Frequently Asked Questions

?

Reference Center

Return to Application

DECISIONS

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FIGURE 20